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*By collaborating with Capgemini to drive continuous improvements to ITSM processes – always with a focus on service delivery – we’ve successfully reduced our support ticket flow and backlog to a minimal level. We’re delighted with the result, which gives us a sound basis for further enhancing our SAP system to meet the evolving needs of the business. The secrets of this success? First, a shared vision of driving Continual Service Improvement together; second, business relationships based on open and honest dialogue; and third, a delivery partner that wants to exceed customer expectations.”*

**Richard Towse**, Senior Manager,  
IT SDM, Hope Cement



## Bringing stability to business-critical systems with ITIL-based process improvement

### Lacking a single view of customers

Hope Construction Materials, which has recently been acquired by Breedon Group plc, operated the UK’s biggest cement plant, with a history going back more than 80 years. Hope’s SAP system was critical to the day-to-day running of the plant, as well as the company’s network of concrete plants and quarries throughout the UK. Centralised back-office functions such as finance and purchasing were dependent on the same system.

### Support workload needed proactive management

A modernisation project had left Hope’s support function with a backlog of 500+ tickets and an average incoming ticket level of 250 per week (with as many as 350 some weeks). The company recognised that it needed to take timely action. If the backlog had been allowed to grow, further functionality improvements could have become risky. The SAP system also needed to be as robust as possible, since outages could impact on operational excellence.

Hope decided to work with its IT partner Capgemini – which supported the system and provided 2nd and 3rd level support and development services – to manage and reduce the backlog and safeguard the stability of the SAP system.

### Collaborative implementation of ITIL processes

Hope and Capgemini tackled the backlog, and ensured it would not recur, by prioritising and implementing Continuous Service Improvement (CSI) using the four ITIL processes: incident, service request, change and problem management. Problem management was particularly important because it provided the ability to address root causes of incidents, enabling multiple issues to be resolved at once and preventing recurrences.

## Overview

**Customer Name:** Hope Construction Materials

**Industry:** Construction materials

**Location:** UK

**Client Challenges/Business Need:**

Maintain stability of business-critical solution and reduce the flow and backlog of support tickets following an IT modernisation project.

**Solution-at-a-glance:** Implement key ITIL processes, especially problem management, to improve service delivery and safeguard system stability.

**Results (Benefits):**

- Average support ticket backlog reduced from 500+ to 10
- Average monthly ticket count reduced from 1,000+ to 40
- Helpdesk function aligned more closely with Hope user requirements
- With the stability of the solution assured, enhancements could be confidently undertaken

ITIL-based problem management was key in identifying root causes for recurring issues. It was now possible to log a single problem ticket when multiple incidents were known to relate to the same issue. The success of this approach was largely due to the way Hope and Capgemini worked together seamlessly, using a “one team” approach. The joint team was able to make the problem management process work in a way that suited Hope’s requirements.

To provide the right combination of expertise for the project, Capgemini brought together onshore and offshore technicians, all of whom worked in the integrated team with Hope’s own IT staff. Some of the Capgemini team members needed to be onsite at Hope to test fixes and troubleshoot equipment such as printers, which sometimes malfunctioned because of the challenging environment of concrete plants and quarries. The team was able to draw on additional advice from Capgemini’s centres of excellence (one for each SAP module).

### A stable platform for future transformation

Working as one team at both management and technical levels, Hope and Capgemini successfully safeguarded the stability of the solution and got it into a state where Hope could confidently add new functionality required by the business.

Hope achieved a spectacular reduction in the level of support tickets: the average backlog (defined as the number of tickets open after more than 30 days) reduced from 500+ to 10. The average monthly ticket count reduced from 1,000+ at the start of the project to just 40. These improvements resulted mainly from the use of problem management, with 100+ problem tickets raised and used to understand the root causes of related incidents so that they could be resolved efficiently, and recurrences prevented.

The design of the helpdesk function and its processes was refined based on IT and user feedback so that it became more closely aligned to Hope’s needs. For example, there was now a precise specification of the information that tickets needed to contain (including user contact details and screenshots of errors); this comprehensive information meant that the support team was able to resolve errors faster.

A flowchart prepared for the helpdesk as part of a process guideline handbook enabled repeat incidents to be quickly assigned to the right resolver groups. In addition, the use of problem management reduced repeat tickets – in one area, a typical flow of 20 tickets per month was virtually eliminated.

### The Collaborative Approach

Hope’s IT function and Capgemini jointly ensured that this was a “one team” project from the outset, with close collaboration between the partners at all stages. Hope’s business knowledge, and its eagerness to improve processes and procedures, were key to the project’s success.

The company’s IT leaders actively encouraged its partners to adapt ITIL processes, and to release successive iterations of those processes, until the right result was achieved.



*Capgemini’s commitment to collaborate with us to continuously improve ITIL processes resulted in a highly stable and scalable IT environment which fulfilled the business requirements. In turn, this allowed me to focus my team on defining and implementing an applications strategy and roadmap which aligned seamlessly to Hope’s business strategy and achieved positive business outcomes.”*

**Isobel Whittaker**, Head of IT Applications, Hope Cement

### About Capgemini

With more than 190,000 people, Capgemini is present in over 40 countries and celebrates its 50th Anniversary year in 2017. A global leader in consulting, technology and outsourcing services, the Group reported 2016 global revenues of EUR 12.5 billion.

Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness.

A deeply multicultural organisation, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

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### About Hope Construction Materials

Hope Construction Materials was a leading independent producer of cement, concrete and aggregates. In 2016 it was acquired by Breedon Group plc, the largest independent construction materials group in the UK. The enlarged group now operates the country’s largest cement plant, two cement import terminals, around 60 quarries, 26 asphalt plants, 200 ready-mixed concrete & mortar plants and three concrete block plants, employing around 2,300 people nationwide.

For more information on this project, please visit:

**[success.story.in@capgemini.com](mailto:success.story.in@capgemini.com)**